



INTERAGENCY CONNECTION

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Strategic Connections resulting in Unique Solutions

Chair's Corner



As we approach the end of the calendar year, it's important to reflect and celebrate the year's accomplishments, as well as begin thinking about next year's goals. It's a

perfect time for renewed energy and commitment to your Houston FEB!

As I mentioned at our last Policy Board meeting, we've scheduled a **Strategic Planning Session** in mid-January to discuss Houston's FEB short and long term goals and initiatives. If you have ideas or services you'd like to see from your FEB, please contact me or LeAnn Jenkins.

I'm excited about our **Inter-Agency Mentoring program** that we are rolling out next month. I am asking for your support in volunteering to become a mentor but also providing a protégé from your Agency. As we've heard from our FEB Leadership Cadre, learning from other Agencies was one of the most significant takeaways. By signing up, you'll be matched with a protégé from another agency and your protégé will be matched with one of your peers. The design of the program will require approximately one hour a month to meet with your protégé, either by phone or in person.

As you know, mentoring is increasingly recognized as a critical ingredient of workforce

development. Many agencies have developed their own program but this program focuses on inter-agency awareness and leadership development.

The target group for the protégés is GS-13s and above and we are asking for SES, Military Commanders, and Political Appointees to serve as Mentors.

Applications for each are provided in this newsletter for your convenience.

Also, expect a phone call from one of our federal volunteers who will be **updating our Directory** information. Our current database needs your current contact information so that we can serve you more effectively! As we learned from Hurricane Harvey, the information we received from our Executive Director, LeAnn Jenkins was invaluable!

Lastly, the **Houston FEB Award nomination package and criteria** will be distributed in early January. Additionally we'll post on our website at www.oklahoma.feb.gov/HoustonFEB.html

Have a safe and happy holiday season!

Natalie
Natalie Saiz, Chair

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5 REASONS TO TAKE A LEADERSHIP RETREAT

I've had the good fortune of planning and facilitating numerous transformational leadership retreats across a wide range of industries. And while many leaders mistakenly believe there's no value in stopping and retreating, my experience has shown otherwise.

I've seen how a poorly facilitated and haphazardly planned retreat can be disastrous, but I've also learned that not having one at all is even worse. The good news is a well-planned retreat can offer a multitude of benefits for an organization. "Retreat to advance."



1 . IMPROVE RELATIONSHIPS When leaders are busy going from meeting to meeting and rushing to hit deadlines, they often fail to form deep relationships with one another. So their interactions are transactional at best. Leaders who take the time to retreat build more trust with each other, are able to work more effectively, and are able to solve problems more quickly and efficiently than their competitors. "Better relationships lead to better results.:"

2 . CHANGE PERSPECTIVE Retreating provides your team with a welcoming, refreshing, and inspiring environment in which to innovate, think and collaborate. This shift in perspective is a rare opportunity for team members to think about the successes and failures they face in their daily work. "Changing your perspective changes your experience."

3 . ALLOW YOUR TEAM TO RECHARGE People tend to think of retreats as simply a different place to talk about work—a place for discussing new project ideas and deliberating over workplace conflicts. While a leadership retreat is a great way to approach work in a fresh and dynamic way, it's also a retreat from the

work itself. Leaders and their teams should think of retreats as a rest stop on a long journey. Just like you'd have to refuel your car or get an oil change, teams need to take pit stops too in order to recalibrate and let new ideas flow in. "Retreating and recharging your team is as important as any work they will ever do."

4 . ASSESS PROGRESS

Sometimes we become so focused on the day-to-day grind we can forget which direction we are moving in. But more work doesn't always mean the right work, and a laser focus on activity can be detrimental to productivity. Retreats provide teams with a chance

to stop and examine the work they've been doing. How far have we come? Where are we going? Does our current work lead us to our goals? Stopping to assess your progress allows such critical questions to be pondered and answered. "Activity does not necessarily mean progress."

5 . CORRECT YOUR COURSE As stated in the point above, retreats allow time for reflection and assessment. But that's not all—they also allow time for resolution and improvement. When you've identified areas of inconsistency, or you've determined that certain work feels misaligned to the main goal, it's essential to correct the course. The best way to do this is to open a discussion with your team. When everyone on the team contributes their ideas to the solution collaboratively, it'll increase the chances that everyone will stay motivated and on-task in the long term. "Retreats allow for teams to Mind the Gap between their goals and their actions."

<https://www.gregbellspeaks.com/blog/5-reasons-to-take-a-leadership-retreat>

Manage promises not people

It is incredible how many good managers get consumed by firefighting or day-to-day activities that distract them from achieving their primary objectives. The solution for most managers is to work harder and longer at their job, picking up the slack from their team and delaying conversations around employee performance.

In a poorly-managed team, an environment of “Abdication of Accountability” develops. Here performing employees are punished with more work and less time and underperforming employees are rewarded with less work and more time. As a result, morale and communication suffer.

Managing promises (www.ericpapp.com/2017/10/26/manage-promises-not-people/) is the process of developing and leading a self-managing team. A self-managing team allows the manager to focus on what’s most important like strategic planning, coaching, and growth.

Here are three strategies for developing a self-managing team

1. **Values vs. skills**

Focus on values first and then skills to solve foundational problems. Consider the value of responsibility versus time management skills. You can spend money investing in training for your team to teach them a skill, such as time management, but if your employees don’t take ownership (responsibility) of how they spend their time, that training will be of little use.

2. **How does your team define responsibility?**

When you look up the definition of the word responsibility, you see two

different groups of synonyms. One group contains blame, guilt, and liability and the other contains power, influence, and control. If the term responsibility is repeatedly used in a negative context, people will shy away from it.

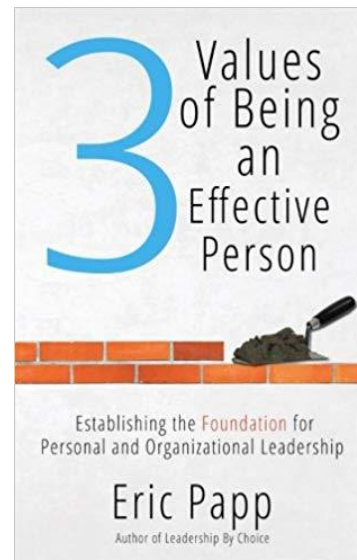
3. **Strive to honor your word**

When you make promises to your team and routinely keep them this will speak louder than any motivational speech you can deliver. When those around you see that you are a person of your word, you will have a greater chance of successfully managing the promises they make to you.

As Brent Gleeson discusses in his recent piece for [Forbes](#), once you create a self-managing team you will regain the ability to focus on what you do best.

This article is based on, [Three Values of Being an Effective Person](#).

by Eric Papp
Leadership Speaker



THE ILLUSIONS OF FULFILLMENT THAT SABOTAGE LEADERSHIP

The illusion of fulfillment causes leaders to crash and burn.

Power and authority:

Power and authority feel like fulfillment but the feeling is intoxication. Those worthy of power and authority feel humility and responsibility when they receive it. Those unworthy, feel arrogance.

Relaxation:

Don't confuse fulfillment with relaxation.

Relaxation and fulfillment feel almost the same but they're separate experiences. Sitting on the beach with your toes dangling in the water feels relaxing. Sacrificing in service to others feels fulfilling.

The danger you face is relaxation feels like fulfillment. But relaxing feels good while you're doing it, working through tough challenges feels fulfilling after you do it. A team that sticks together through conflict feels fulfilled when they work together.

Preparation and work:

The excitement of being successful without doing the work is like getting away with speeding. But it's not fulfilling.

The difference between relaxation and fulfillment is relaxation turns to boredom.

Preparation and work lead to fulfillment.

The sense that you did your best is fulfilling.

But showing up unprepared felt good while you were dangling your toes in the water.

Enjoyment isn't fulfillment because fulfillment costs and enjoyment is easy. I can walk through the Metropolitan Museum of Art and enjoy the paintings. But I haven't done the work of understanding art to



feel fulfillment.

Self-respect:

Self-respect is the noble side of fulfillment. You don't respect yourself while relaxing, unless relaxation has been earned. Even then, small doses of relaxation are enough.

What did it cost you to earn the opportunity to dangle your toes? If it didn't cost you anything, it's quickly boring, not fulfilling.

Anything that comes easy isn't fulfilling.

The opportunity of leadership is feeling self-respect and gratitude for paying the price.

Fulfillment is inconvenient.

<https://leadershipfreak.blog/2018/11/08/the-illusions-of-fulfillment-that-sabotage-leadership/>

Lessons from a Legend

As a former Division I college basketball player, I'm always excited this time of year as practices get under way. It is like the holiday season: new shoes, new teammates, and a new season. Even though it has been years since I have played in a competitive basketball game, it gets me fired up about the season of my current life and business. In honor of the season I think it is only appropriate to make a special tribute to one of the game's all-time greatest coaches, the late John Wooden.

Nicknamed the "Wizard of Westwood," Wooden won 10 National Championships. But Wooden was more than a winner on the hard courts—he was a philosopher and a developer of people and teams. Studying his philosophies can help anyone interested in success.

In honor of his 10 championships, below are 10 of my favorite quotes by Wooden. Read them and apply them to your life and work.

1. Things turn out best for the people who make the best of the way things turn out.
2. If we magnified blessings as much as we magnify disappointments, we would all be much happier.

3. Some of my greatest pleasures have come from finding ways to overcome obstacles.
4. Don't let what you cannot do interfere with what you can do.
5. Players [people] with fight never lose a game, they just run out of time.
6. I grew up on a farm. We learned that there was a season to plant, a season to water, and season to harvest. The planting and watering could be laborious, but without those stages, there would never be a harvest.
7. Five years from now, you're the same person except for the people you've met and the books you've read.
8. If you don't have time to do it right, when will you have time to do it over?
9. There is a choice you have to make in everything you do. So keep in mind that in the end, the choice you make, makes you.
10. Success is never final, failure is never fatal. It's courage that counts.

This popular blog was originally published in October 2015 and was edited October 2018 by Greg Bell. Visit his blog at: <https://www.gregbellspeaks.com/blog/>

ONLY ONE IN TEN HAVE THE TALENT TO MANAGE

“Gallup’s research reveals that about one in 10 people possess the talent to manage.”

(Gallup)

The myth of the great leader riding in on a white horse pollutes our thinking about the value of good management.

Both:

All leaders manage. All managers lead. It’s useful to divide the two roles for analysis and training. But in practice, the functions blur and blend.

The needle tips more toward management the closer you are to the front-line. The higher you go in an organization, the more leadership skill matters. But both skill-sets matter.

12 shared responsibilities of managers and leaders:

1. Care for people.
2. Connect.
3. Speak to purpose.
4. Exemplify organizational values.
5. Communicate effectively.
6. Focus on performance.
7. Delegate authority.
8. Build morale.
9. Cultivate mutual accountability.
10. Teach, mentor, and coach.
11. Monitor and measure progress.
12. Celebrate success.

4 things managers do:

1. Answer the questions: What do we do and how do we do it?

2. Set near-term goals that move organizations toward long-term objectives.
3. Improve efficiency by developing and refining systems and processes.
4. Stabilize – more than disrupt – in order to reliably deliver results.

4 things leaders do:

1. Answer the questions: Who are we and where are we going?
2. Look down the road and over the hill.
3. Improve effectiveness. Drucker *wrote*, “Management is doing things right; leadership is doing the right things.”
4. Disrupt in order to break new ground.

4 Core ideas:

#1. Stagnant organizations need leadership. Chaotic organizations need management. Read, “*That’s Not How We Do it Here*,” by John Kotter.

#2. Managers think near-term. Leaders focus on long-term. Everyone is concerned about both. It’s a matter of degree.

#3. The disruptive nature of leadership and the stabilizing nature of management make tension between the two expected, normal, and healthy.

#4. Managers ask, “How do we do things better?” Leaders ask, “How do we do new things?”

<https://leadershipfreak.blog/2018/11/02/only-one-in-ten-have-the-talent-to-manage/>





Houston FEB Inter-Agency Mentoring Program Overview



In order for an agency to nominate a protégé, there MUST be a Mentor application from the same agency.

Beginning this new interagency program, the Federal Executive Board (FEB) will solicit a small test group for an abbreviated term to explore the best design for a full program roll-out. The idea is to target GS-13s and above as Protégés, asking for SES, Military Commanders, and Political Appointees to serve as Mentors.

- Duration of Program: Six months
- Application Deadline: December 20
- December/January: Mentor/Protégé Matching by FEB office
- January: Kickoff/Orientation

Mid-Program Review

- Your time to check- in. Let us know how the program is working for you. An email survey will be sent to all participants.
- At least once during the program, the Protégé will travel to their Mentor's office location for 1/2 day. This unique opportunity lets the Protégé share time with their Mentor in-person. Activities that can be accomplished by the Protégé/Mentor pair during this assignment can include, but are not limited to:
 - Attending meetings
 - Networking with employees

Final Program Review

- Provide feedback on the program: what worked well, what needs work, suggestions for improvement for the next program cycle



Houston FEB Inter-Agency Mentor Application
In order for an agency to nominate a Protégé, there MUST be a Mentor application from the same agency.



Name of Mentor: _____

Employing Agency: _____

Address: _____

Phone: _____ Email: _____

Position title, series, grade: _____

The Protégé nominated from our agency is: (name) _____

If selected, I agree to perform the following for six months (January-June 2019):

- Serve as a compassionate “voice of experience,” share “lessons learned,” and be a positive role model through words and actions.
- Take a long-range view on growth and development of my protégé.
- Help my protégé see the destination without giving them the detailed map to get there.
- Offer encouragement and support, but not "how to" advice.
- Be a safe, confidential, and trusted resource and sounding board for my protégé.
- Have a toolbox of great questions that create clarity, invoke ideas, and invite self-awareness.
- Be an active listener and effectively inquire about and/or build on what is communicated.

Comments from other mentoring programs:

“Resist the temptation to talk and tell and to think you have to have all of the answers. Instead, become curious and ask good questions.

Just because YOU had a certain experience with a program, person, or leader, doesn’t mean that they will have the same experience. Stay open to their own journey, and be careful not to project your own experiences, biases, or fears onto your mentee.”

“Trust the matching process. I originally had NO idea why I would have been matched with my mentee and didn’t know what I could possibly offer them based on our different experiences and aspirations. It turns out that we had a great connection and I was able to be a tremendous resource for them, in addition to being able to make a key introduction that changed the trajectory of their career.”

I understand that my assigned Protégé may not be conveniently located in the same geographic location and may be located at any of the Federal agencies in Houston.

Applicant Signature Date

No fee other than the associated costs of mileage and time. Please scan and submit to LeAnn.Jenkins@gsa.gov no later than December 20th.



Houston FEB Inter-Agency Protégé Application
In order for an agency to nominate a Protégé, there MUST be a Mentor application from the same agency.



Name: _____

Employing Agency: _____

Address: _____

Phone: _____ Email: _____

Position title, series, grade: _____

Ambitions: _____

Expected outcome from mentor/protégé relationship: _____

If selected, I agree to perform the following for six months (January-June 2019):

- 1) Initiate the contact, set the agenda, and suggest dates for ongoing meetings.
- 2) Meet at least monthly and fully engage with my mentor.
- 3) Proactively prepare for our time together, respecting my mentor's time.
- 4) Be willing to improve my skills and knowledge and openly accept feedback.
- 5) Be open and honest about goals, challenges and expectations.
- 6) Actively listen and "try on" what I learn.
- 7) Ask questions to gain clarity and build trust.
- 8) Be authentic

Respecting time with your mentor is important. By dedicating yourself to the program, you will develop trust, excitement, clarity, and create an opportunity for professional development. I understand that my assigned Mentor may not be conveniently located in the same geographic location as my employer and may be located at any of the Federal agencies in Houston.

Applicant Signature

Date

Agency Approval/Support Date

No fee other than the associated costs of mileage, time and possibly a leadership book recommended by the Mentor. Please scan and submit to LeAnn.Jenkins@gsa.gov no later than December 20th.